

# CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

J-7

DISTRIBUTION: A, B, C, J, S

CJCSI 3500.01E

31 May 2008

## JOINT TRAINING POLICY AND GUIDANCE FOR THE ARMED FORCES OF THE UNITED STATES

References:    Enclosure H

1. Purpose. To establish the Chairman of the Joint Chiefs of Staff policy and guidance for the use of the Joint Training System (JTS) in planning and conducting joint training. Training in the context of this instruction aligns with the Department of Defense Strategic Plan for Transforming DOD Training (reference a), and includes joint training, joint education (references b and c), and all job-performing aids.
2. Cancellation. CJCSI 3500.01D, 31 May 2007, "Joint Training Policy and Guidance for the Armed Forces of the United States," is superseded by this publication.
3. Applicability. This CJCSI applies to the combatant commands, Services, Reserve Components (RC) (to include the National Guard), combat support agencies (CSAs) (Defense Intelligence Agency, Defense Information Systems Agency, Defense Logistics Agency, Defense Threat Reduction Agency, National Geospatial-Intelligence Agency, National Security Agency, Defense Contract Management Agency), Joint Staff, and joint organizations. It guides joint commanders and senior leaders of joint agencies and programs in developing and coordinating joint training programs for their assigned staffs and organizations, component forces and staffs, and assigned forces to support capabilities-based readiness.
4. Policy. Title 10, United States Code, section 153, prescribes, subject to the authority, direction, and control of the President and the Secretary of Defense, that the Chairman of the Joint Chiefs of Staff will be responsible for (1) "formulating policies for the joint training of the Armed Forces" and (2) "formulating policies for coordinating the military education and training of members of the Armed Forces." Enclosure C contains policy and Enclosure D

contains guidance from the Chairman to the Joint Staff, combatant commands, Services, RCs, and CSAs for planning and conducting joint training.

5. Definitions. See Glossary.

6. Responsibilities. See Enclosure E.

7. Summary of Changes. This instruction has been modified to:

a. Direct organizations to conduct joint training assessment and document in the Joint Training Information Management System (JTIMS) monthly.

b. Clarify the use of the JTIMS for exercise/training Individual Augmentee requests and sourcing process.

c. Add Joint Exercise Transportation Program (JETP) to lexicon and address relationship to Chairman's Exercise Program (CSEP), Joint Exercise Program (JEP), and National Exercise Program (NEP).

d. Provide a declarative statement on authoritative nature of the JTIMS.

e. Replace reference to Joint Quarterly Readiness Review with Joint Combat Capabilities Assessment.

f. Provide more specificity to definitions of High Interest Training Issues (HITIs) and High Interest Training Requirements (HITRs).

g. Add DOD Interagency Training Coordinator responsibility to Joint Staff.

h. Add task list responsibilities to Services.

i. Update HITIs.

j. Discuss the relationship and desired evolution of Joint Capability Areas (JCAs), Universal Joint Tasks, Service tasks, and additional task detail (formerly Joint Task Articles).

k. Add guidance on integration of Experimentation and Test (E&T) activities into Joint Training and Exercises.

l. Change Joint Training Functional Capability Board information.

m. Add guidance on training and certification of assigned headquarters staffs designated to perform as a JTF or functional component headquarters staff.

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- n. Add a definition of "Joint Learning Continuum."
  - o. Expand the Learning Continuum paragraph to explain joint "Individual Preparation" and "Collective Preparation" with regard to training audience requirements and tool requirements needed to train audiences.
8. Releasability. This instruction is approved for public release; distribution is unlimited. DOD components (to include the combatant commands), other federal agencies, and the public may obtain copies of this instruction through the Internet from the CJCS Directives Home Page--  
[http://www.dtic.mil/cjcs\\_directives](http://www.dtic.mil/cjcs_directives).
9. Effective Date. This instruction is effective upon receipt.



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Enclosures:

- A -- Introduction
- B -- Joint Training System Implementation
- C -- Chairman's Joint Training Policy
- D -- Joint Training Guidance
- E -- Joint Training Responsibilities
- F -- Chairman's High Interest Training Issues
- G -- Key Joint Training Publications
- H -- References
- GL -- Glossary

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ENCLOSURE A

INTRODUCTION

*“The combination of joint, combined, and interagency capabilities in modern warfare represents the next step in the evolution of joint warfighting and places new demands on the Department’s training and education processes.”*

**2006 Quadrennial Defense Review Report**

1. Purpose. This instruction provides CJCS policy and guidance to the combatant commands, Services, RC, CSAs, Joint Staff, and joint organizations for joint training. It specifies joint training as capabilities-based and focused on the Joint Mission Essential Tasks derived by commanders from mission analysis and fully supporting the Department’s capabilities-based strategy to enhance readiness. It applies to individual, staff, and collective joint training and joint education programs. It affirms the role of the commander in the training and readiness of his organization and the importance of the CSAs in supporting warfighting missions and preparation of U.S. forces for joint and multinational operations across the full spectrum of military operations requiring interagency coordination and unity of effort. Joint readiness is the combatant commander’s ability to integrate and synchronize ready combat and support forces to execute assigned missions.

**Joint Training Vision**

*Everyone required to conduct military operations will be trained, under realistic conditions and to exacting standards, prior to execution of those operations. Personnel selected for joint assignments will be trained prior to reaching their duty location.*

2. Joint Training Imperative. U.S. forces may be employed across the full range of joint military operations, most of which will be conducted in an interagency-/multinational-partner environment. A transformation goal is to support national security requirements with a range of joint military capabilities designed to adapt and succeed in an integrated operations environment. Training to operate in a joint, interagency, multinational, and intergovernmental environment is what the Armed Forces of the United States (and other agencies) must do; this environment adds conditions to the established collective joint tasks to form required joint capabilities. The challenge for joint training is to be responsive to the needs of the combatant commanders for all operations, to include required emerging capabilities.

3. Strategic Guidance. The Interim Guidance for Development of the Force (GDF) FY 2010-2015 (reference d) translates the National Defense Strategy into force development priorities. These force development priorities are described

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as capability priorities with specific guidance by JCA for reducing capability gaps. Force Support (Tier 1 JCA) includes the ability to establish, develop, maintain, and manage a mission ready Total Force and Force Preparation (Tier 2 JCA) includes preparation of individuals, commands/organizations, and Joint forces by developing an enterprise-wide training, education, and experimentation strategy. Training for DOD military, civilian, and contractor members will be driven by the needs of the operational commanders.

4. Joint Learning Continuum. The concept of a Joint Learning Continuum supports the GDF to further joint force development and employment. The Joint Learning Continuum focuses on the creation and sustainment of joint qualified personnel and joint leaders capable of effectively integrating and synchronizing national capabilities to successfully implement National Security and Military Strategies.

***The Joint Learning Continuum is a coordinated progression of integrated and disciplined processes and events that qualifies DOD personnel to defined joint performance standards through education, training, self-development, and experience to inculcate habits of mind, skills, abilities, and values in the Total Force.***

a. The Joint Learning Continuum concept is built upon the universally held belief and objective that the core competencies and capabilities of the collective Services have been and will continue to be the critical foundation of our vast military power and ability to achieve national aims. Joint capability, therefore, is based on effective integration and synchronization of Service-provided capabilities and forces under unified command. A core element to both Service and joint capability is the individual military member. Officers are joint qualified based on their achievement and/or completion of education, training, and experience that develop and utilize knowledge, skills, and abilities relevant to the definition of joint matters (reference e). While the development of elements of the Joint Learning Continuum is most mature for officers, the application of the Joint Learning Continuum will continue to be expanded through policy to effect the career-long achievement, documentation, and tracking of joint experience, joint training, and joint education for all DOD members (officers, enlisted, government civilians, and contractors) in order to fulfill the personnel performance and provision requirements established by combatant commanders and subordinate joint force commanders.

b. The science embodied within the Joint Learning Continuum is important. Educators, trainers, commanders, learning support elements, information providers and managers, etc. can determine the best methods, modes, and means to accomplish specific learning objectives and utilize existing resources and technologies to facilitate the meeting of those objectives. However, the improvements in joint preparation and readiness are achieved in

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the integrated application of those elements, systems, and processes encompassed by the Joint Learning Continuum to effectively and efficiently achieve the levels of learning necessary to achieve mission readiness. The art of monitoring, managing, and integrating individual, staff, and collective joint preparation by force providers, commanders, formal education and training institutions, support networks, and even the individuals themselves to generate and sustain required joint capabilities is a critical catalyst in improving joint readiness.

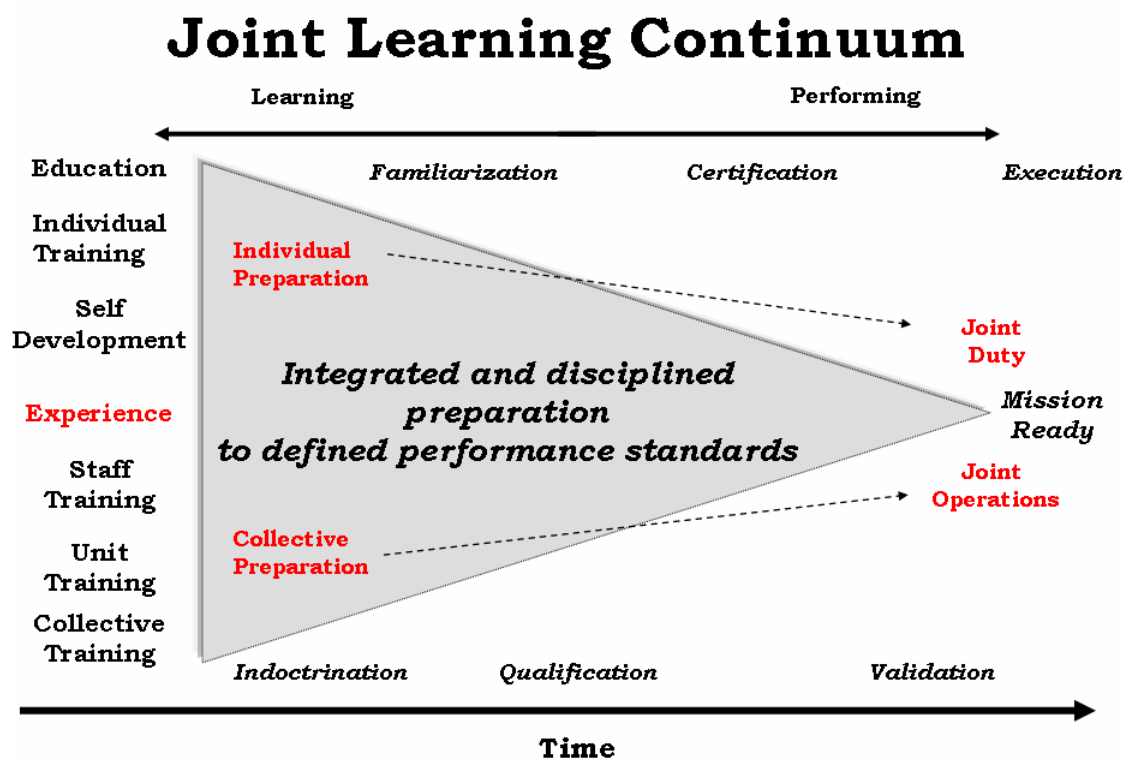


Figure A-1. Joint Learning Continuum

c. Joint professional development is the product of this learning continuum that comprises four interdependent supporting pillars: joint training, joint education (joint professional military education), joint experience, and self-development (reference f). Joint professional development assumes competent and proficient Service educated, trained, and experienced individuals totally proficient in Service competencies as the training audience. To maximize joint readiness, joint professional development is essential for all personnel preparing for assignment on a joint staff, including officers in professional specialties.

d. Education conveys general bodies of knowledge and develops habits of mind applicable to a broad spectrum of endeavors. At its highest levels and in its purest form, education fosters breadth of view, diverse perspectives and

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critical analysis, abstract reasoning, comfort with ambiguity and uncertainty, and innovative thinking, particularly with respect to complex, nonlinear problems. This contrasts with training, which focuses on the instruction of personnel to enhance their capacity to perform specific functions and tasks. The role of joint professional military education (JPME) is to provide the education needed to complement joint training, joint experience, and self-development to produce and sustain the most professionally competent individual possible.

e. Training is instruction and applied exercises for acquiring and retaining skills, knowledge, and attitudes required to complete specific tasks. Joint training is training, including mission rehearsals, of individuals, units, and staffs using joint doctrine or joint tactics, techniques, and procedures to prepare joint forces or joint staffs to respond to strategic, operational, or tactical requirements considered necessary by the combatant commanders to execute their assigned or anticipated missions.

f. Training and education are not mutually exclusive. Elements of education and training are most often blended in application to achieve desired learning objectives and ultimate performance outcomes. Virtually all military schools and professional development programs include elements of both education and training in their academic programs. In reality, education and training are symbiotic partners in the generation and sustainment of individuals' abilities to perform.

g. Self development recognizes that empowering individuals with responsibility to actively participate in their own growth is a necessary and positive step. Self-study in the pursuit of knowledge accelerates individual development as well as allows flexibility and accommodation to individual circumstances of need, situation, and desire.

h. Joint experience implicitly recognizes that the successful application of what individuals learn via joint assignments, joint training, JPME, and self development is essential. Joint warfighting is not an academic pursuit; its competencies must be demonstrated and honed through practice and increasing levels of proficiency gained through experience.

i. The integration of individual preparation and collective preparation within force provision and command training programs recognizes that collective capability is built upon the knowledge, skills, attitudes, and abilities of individuals. Effective integration of the synergistic elements of education, training, self-development, and experience leads to performance-based outcomes to improve readiness for joint duty and joint operations.

5. The Joint Training System. The JTS shall be used to manage training throughout the Department of Defense in accordance with reference g. This

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four-phase iterative process is explained in Enclosure B and described in detail in reference h. The JTS is designed to provide an integrated, capability-requirements-based method for aligning individual, staff, and collective training programs with assigned missions consistent with command priorities, required capabilities, and available resources. The JTS supports DOD implementation of the Joint Learning Continuum by providing the construct to plan and implement a comprehensive organizational program that may include elements of training, education, self-development, and experience to achieve mission capability.

#### 6. Training Transformation (T2)

a. The T2 program (reference a) is intended to improve dynamic, capabilities-based training for the Department of Defense in support of national security requirements across the full range of integrated operations. T2 objectives are to:

(1) Continuously improve joint force readiness by aligning joint education, training capabilities, and resources with combatant command operational needs.

(2) Achieve a training unity of effort across Services, agencies, and organizations.

(3) Develop individuals and organizations that think joint intuitively.

(4) Prepare forces for new warfighting concepts and capabilities.

(5) Develop individuals and organizations that improvise and adapt to emerging challenges.

b. Implementation of the T2 program is initiated by first changing the way people think and organizations operate. By identifying gaps in joint and Service training and operations and assessing doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) shortcomings, commanders can develop a coherent training strategy to correct shortfalls. T2 implies a much broader context for learning that includes training, education, experience, and self-development. Developing and applying new knowledge throughout the force, individually and collectively, will foster this change. The following three capabilities form the foundation for T2, designed to prepare individuals, units, and staffs by providing enabling tools and processes.

(1) Joint Knowledge Development and Distribution Capability (JKDDC) focuses on web-enabled joint individual learning: An Office of the Secretary of Defense (OSD) mandated training and transformation capability

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complementary and mutually supporting to the Joint National Training Capability (JNTC). It will help transform our military forces using information by creating, storing, imparting, and applying knowledge to enhance an individual's ability to think joint intuitively. JKDDC will help prepare future decision-makers and leaders to employ joint operational art, understand the relevant common operational picture, and respond innovatively to adversaries. It develops and distributes joint knowledge via a dynamic, global-knowledge network that provides immediate access to joint training resources.

(2) JNTC focuses on collective training and prepares forces by providing staffs and units with an integrated live, virtual, and constructive training environment with appropriate joint context and allows global training and mission rehearsal. JNTC's program centric approach to joint training is intended to increase the capacity of the Department of Defense to provide accredited joint training opportunities to all forces and staffs that must perform joint tasks. The accreditation (of programs) and certification (of sites and systems) process validates a common level of joint context for a joint task or selected portion of a task and identifies shortfalls in the capability of a given program to provide a joint training environment. Requirements mitigation identifies persistent solutions to validated requirements from the accreditation and certification process (reference i).

(3) Joint Assessment and Enabling Capability (JAEC) assists leaders in assessing the value of transformational initiatives to individuals, organizations, and processes by evaluating joint training effectiveness. The JAEC uses a variety of analytic and reporting processes and tools to assess how well the T2 program is meeting the T2 strategic objectives.

c. These three capabilities will better enable operations by supporting the preparation and provision of mission ready individuals, staffs, and units to the combatant commanders.

d. The T2 Implementation Plan provides specific and actionable tasks, along with a plan of action and milestones, to help prepare individuals, staffs, and units for the new strategic environment, and to provide enabling tools and processes to carry out their missions. The implementation plan also describes the T2 organizational structure based on an open, collaborative, and transparent process that ensures all joint training stakeholders have the opportunity to participate in T2 management and oversight (reference j).

## 7. Activities and Events Encompassed by this Policy

a. Individual joint training activities, (e. g., academic instruction, distributed learning, organizational and institutional training, on-the-job training) designed to develop joint core competencies, support joint activities and programs, or enable joint collective and/or staff training.



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b. CJCS and combatant command sponsored collective training events, to include joint exercises in the NEP, the CSEP, and the JEP. The JETP is the principal vehicle for providing strategic transportation support for joint and multinational/combined training. The JETP includes CSEP and JEP exercises listed in the JTIMS that are resourced by the Joint Staff, Services, and USSOCOM. The JTIMS Stratlift module provides the mechanism to establish and maintain accountability of JETP funding (reference k).

(1) National Exercise Program. The NEP is a top-down driven exercise framework under the leadership of the White House through the Exercise and Evaluation Sub-Policy Coordination Committee (E&E Sub-PCC). The E&E Sub-PCC functionally runs the program and has representatives from all federal departments and agencies that participate in exercises. The NEP provides the overall framework for the coordination of all federal exercises. The Department of Defense participates in the NEP through the CSEP.

(2) Chairman's Exercise Program. The CSEP consists of five named events sponsored by the Chairman of the Joint Chiefs of Staff (U.S./Russian Federation Missile Defense Cooperation Program, Crisis Management Exercise North Atlantic Treaty Organization, Positive Force, Positive Response, and Eligible Receiver). The CSEP is the only dedicated means for the Chairman of the Joint Chiefs of Staff, through the Joint Staff, to coordinate interagency and combatant command participation in strategic-national level joint exercise. These events are listed in the JTIMS and have access to JETP funding as required.

(3) Joint Exercise Program. The JEP is a principal means for combatant commanders to maintain trained and ready forces, exercise their theater security cooperation plan, and achieve joint and multinational training. These combatant commander sponsored exercises are listed in the JTIMS and compete for available JETP funding to include airlift, sealift, port handling, and inland transportation.

c. JKDDC initiatives, JNTC supported events, and JAEC efforts.

d. Deployments for training in support of security cooperation and regional presence and access.

e. Mission rehearsal exercises conducted by USJFCOM to prepare forces for deployments and employment by combatant commanders.

f. Joint live, virtual, and constructive training capabilities, seminars, war games, experimentation, assessment, and training ranges used to conduct or support joint training.

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g. Support of Joint Capabilities Integration and Development System by the Force Support Functional Capabilities Board, Force Preparation Working Group.

8. Authority for Joint Training Policy. The authority for conducting joint training evolved from the Goldwater-Nichols Defense Reorganization Act of 1986, Public Law 99-433.

a. Title 10 United States Code (USC) section 153 (a) (reference l) states that subject to the authority, direction, and control of the President and the Secretary of Defense, the Chairman is responsible for:

(1) Developing doctrine for the joint employment of the Armed Forces of the United States.

(2) Formulating policies for the joint training of the Armed Forces of the United States.

(3) Formulating policies for coordinating the military education and training of members of the Armed Forces of the United States.

b. Title 10 USC section 164(c) outlines the command authority of combatant commanders, to include:

(1) Giving authoritative direction to subordinate commands and forces necessary to carry out missions assigned to the command, including authoritative direction over all aspects of military operations, joint training, and logistics.

(2) Coordinating and approving those aspects of administration and support (including control of resources and equipment, internal organization, and training) and discipline necessary to carry out missions assigned to the command.

c. The responsibilities of the Secretaries of Military Departments for administration and support include training of forces assigned by them to combatant commands and are prescribed in title 10 USC section 165(b) and further detailed in the individual Service sections of title 10 USC sections 3013, 5013, and 8013.

d. Further guidance on CJCS, combatant command, and Service responsibilities with respect to doctrine and policy regarding military education and training of members of the Armed Forces of the United States are found in references g, m, n, and o.

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e. The Chairman will develop and establish doctrine for all aspects of the joint employment of U.S. forces and formulate policies for coordinating the military education and training of members of the Armed Forces of the United States (reference l).

f. Reference o provides policy on the authority combatant commands exercise over assigned RC forces when not on active duty and when on active duty for training. This authority is training and readiness oversight (TRO).

g. The Chairman will formulate joint training policies, establish policy guidance for the JTS and the JTIMS and make the JTIMS available for use by DOD components, and validate joint training requirements (reference g). Functional area training requirements and training support should be validated and documented by Joint Staff Office of Primary Responsibility (OPR) or designated lead Service, as appropriate.

9. Procedures. Reference h describes the JTS and defines the process and procedures to accomplish the goals stated in this instruction.

10. Changes to this Policy. Recommended changes to this document will be submitted to the Joint Staff/J-7, for coordination with the combatant commands, Services, CSAs, RC, and Joint Staff for approval by the Chairman.

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ENCLOSURE B

JOINT TRAINING SYSTEM IMPLEMENTATION

1. Mission Focus. DOD components shall use the processes of the JTS to develop joint training programs; plan, execute, and assess joint training based on mission-essential tasks (METs); and determine training status input for readiness reporting in accordance with reference p. Joint training should be based upon each command and/or agency's required capabilities as specified in its joint or agency mission-essential task list (J/AMETL). The J/AMETL is derived from missions assigned through the Joint Strategic Capabilities Plan, Presidential directives, and other documents. Based upon these required capabilities, commanders and agency directors will assess current capability against required capability, identify training requirements from that assessment, and then plan, resource, execute, evaluate, and assess joint training. The commanders and agency directors will ensure training is consistent with approved joint doctrine.

2. Process. The JTS is a four-phased methodology (Figure B-1) that aligns training strategy with assigned missions to produce trained and ready individuals, units, and staffs. Although the process is deliberate in concept, it is flexible in execution.

**REQUIREMENTS**

a. Phase I – Requirements. Required capabilities identified during mission analyses by commanders or agency directors and their staffs are based on assigned mission responsibilities, commander's intent and joint doctrine and documented in the command/agency J/AMETL. Commanders and staffs, using the processes of Phase I, identify their most essential mission capability requirements (JMETL) in conjunction with mission analysis. J/AMETLs are then entered into the Defense Readiness Reporting System (DRRS) (reference p) and dynamically pushed to the JTIMS to support the development, management, and execution of other JTS processes and products. The combatant command's JMETL provides the foundation for deriving joint training requirements in Phase II Plans.

- Specified and implied tasks derived From Mission Analyses
- Based on Assigned Missions, Commander's Intent and Joint Doctrine
- Translate Mission Tasks Using the UJTL
- Determine Combatant Command most essential mission capability requirement (JMETL)
- Command-Linked Tasks are Identified and Coordinated Between Supported Commands and Supporting Organizations (Combatant Commands, CSAs, and Interagency)

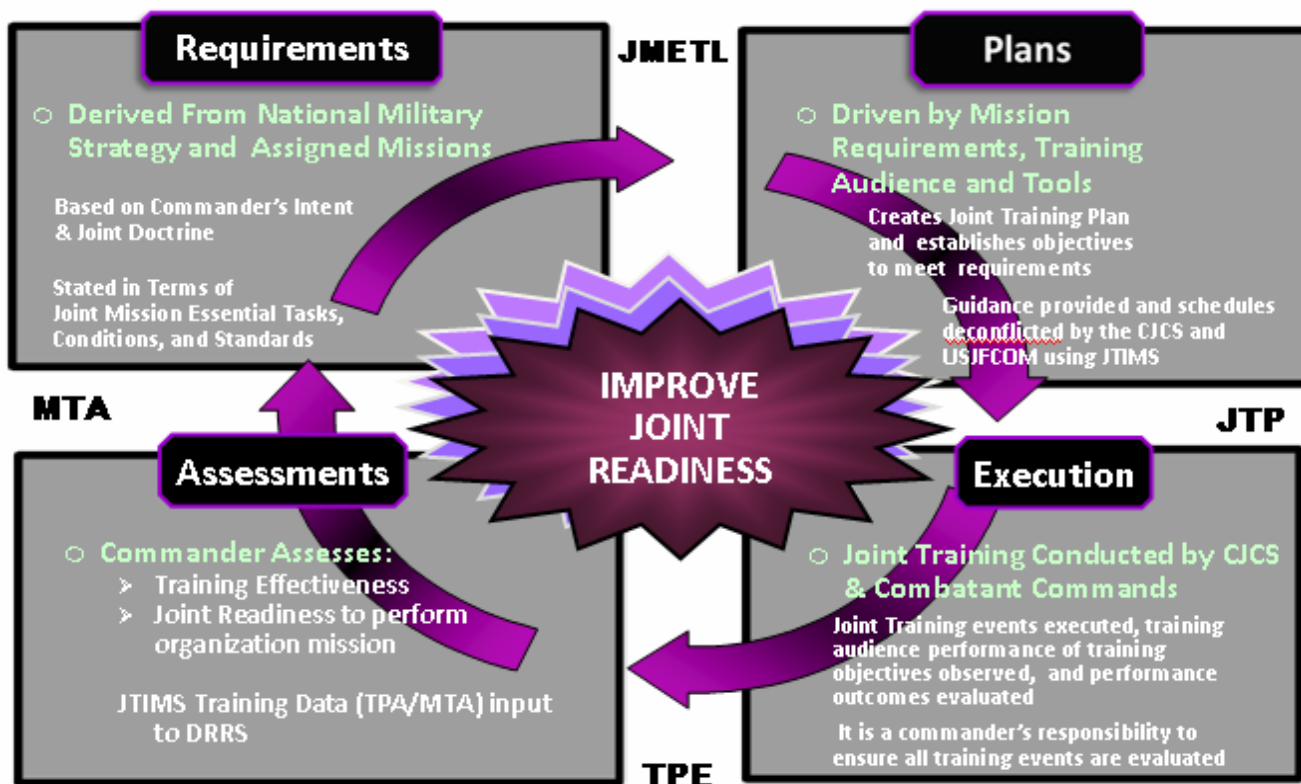


Figure B-1. JTS Four-Phase Process

b. Phase II - Plans. An assessment of current capability against required capability (J/AMETL) initiates the Plans Phase. Joint training requirements are derived by analyzing assessed gaps between mission capability requirements and current capability proficiency. In a mature training program, a large portion of the assessment that leads to training requirements identification is obtained from training proficiency assessments (TPAs) and mission training assessments (MTAs) (Phase IV, Assessment). Joint/agency training plans (J/ATPs) are developed and coordinated to identify training audiences, training objectives, training events, resources, and coordination needed to attain the required levels of training proficiency.

#### PLANNING

- Current Capability Assessed
- Commander/CSA Director Training Assessments Reviewed
- Training Audiences and Training Requirements Identified
- Training Objectives and Events Determined
- Resources Aligned and Prioritized
- Joint Training Plan (JTP) of training events designed to close assessed capability gaps

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c. Phase III - Execution. In this phase, training events scheduled in Phase II (Plans) are refined and finalized, executed, and evaluated. Event execution will follow the joint training event summaries contained in the JTPs as closely as possible. Within the execution phase of the JTS, each training event uses the Joint Event Life Cycle process comprised of event design, planning, preparation, execution, and evaluation stages.

Following execution, command trainers collect the task performance observations for each training objective in the JTIMS, conduct analysis, and make a formal recommendation as training proficiency evaluations on whether the training audience achieved the training objective.

#### **EXECUTION**

- Execute and Evaluate Training Events
- Proficiency Evaluation is a Command/CSA Responsibility
- Develop and Document Task Performance Observations (TPOs) and Training Proficiency Evaluations (TPEs) as Foundation for Training Assessment

d. Phase IV - Assessment. Commanders and agency directors conduct periodic assessments to determine the progress of their joint training programs relative to the required levels of proficiency of their assigned staffs and forces to perform assigned missions. TPAs are used by the primary trainer of an organization to provide an objective assessment of the proficiency of the training audiences against identified training objectives. TPAs are also correlated with their associated joint or agency mission-essential tasks (J/AMET)(s). Then, based on assessment of the performance of the J/AMETs, MTAs are developed by the primary trainer and approved by the commander to identify the command's training proficiency in performing its missions.

#### **ASSESSMENT**

- Compilation and Analysis of Evaluations
- Overall Command/CSA Capability to Perform Mission
- Basis for Future Training Requirements for Subsequent Cycles

#### **JTS DETAILS**

For additional details on the process and phases of the JTS see:

CJCSM 3500.03, "Joint Training Manual for the Armed Forces of the United States" (reference h)

CJCS Guide 3501, "The Joint Training System, A Primer for Senior Leaders" (reference q)

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3. Joint Training Information Management System. The JTIMS is a Web-based integrated information management tool suite, resident on both classified and unclassified systems that support all phases of the JTS. The JTIMS program supports the joint community by providing a set of integrated information management capabilities to identify, collect, analyze, store, and disseminate the data required to execute the JTS. The JTIMS application supports coordination and efficient use of resources required in determining requirements, planning, executing, and assessing capability-based training.

4. Universal Joint Task List. When augmented with Service and agency task lists, the UJTL supports all levels of the Department of Defense in executing the National Military Strategy (NMS). The UJTL provides a library of mission tasks and reference system for joint force commanders, strategic and operational planners, combat developers, combat support personnel, educators, and trainers to communicate mission requirements in the form of current and future joint capability requirements.

a. DOD components shall construct their J/AMETL using the approved, authoritative UJTL database. The UJTL supports joint warfighting by:

(1) Providing a library of mission tasks for development of J/AMETL and readiness reporting.

(2) Defining capability requirements for readiness reporting, systems acquisition, and contingency operations planning.

(3) Expressing military tasks to support readiness, lessons-learned, joint experimentation, capabilities development, training, and joint military education programs.

(4) Providing a standardized tool to support the planning, execution, evaluation, and assessment of joint training.

b. The Joint Staff/J-7 has responsibility for the development and management of the UJTL, its supporting taxonomy, and administration of programs that will provide JTS and UJTL knowledge management systems for the combatant commands and CSAs.

c. Some tasks will have additional task detail to provide additional fidelity to UJTL tasks when desired by the UJTL user. This additional fidelity includes UJTL to Service task linkage, recommended checklists to successfully perform a task, and an expanded reference library. This additional level of detail will be developed in parallel with the development of new UJTL tasks, when desired by the submitting organization. This additional task detail is intended to assist trainers in the development of training objectives.



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d. The UJTL Task Development Tool (UTDT) is an application that supports the development, coordination, staffing, and publication of the UJTL and UJTL modifications in database format. The UTDT automates a significant portion of the business processes associated with the development and revision of UJTL tasks and enables the UJTL to be developed and staffed as a database for display on the Joint Doctrine, Education, and Training Electronic Information System (JDEIS).

e. Reference g establishes terms of reference for DOD military training and states that all personnel and components shall train on their METs to established standards to provide the capabilities to support the combatant commanders across all phases of joint campaigns and throughout the spectrum of Service, joint, interagency, intergovernmental, and multinational operations. While Joint Publication 1-02, "Department of Defense Dictionary of Military and Associated Terms," establishes the common terms of reference for all joint activities and operations, within joint training, the UJTL framework provides the common terms of reference and is the foundation and language for all activities applicable under this instruction.

5. The Joint Doctrine, Education, and Training Electronic Information System. JDEIS is the joint doctrine, education, and training community Web portal. It is the host for the UJTL and Service task list databases and serves as the authoritative source for access to that data. The JDEIS Portal is divided into several "portlets" featuring the following primary materials:

a. A searchable joint doctrine database encompassing all unlimited distribution joint publications, the DOD Dictionary, and links from doctrine to related UJTL tasks. The joint doctrine database features quick, detailed, and browse search modes and a DOD Dictionary search function.

b. A joint education section with joint education information, to include links to joint and senior Service schools, the latter providing additional links to library collections and other information. Also provided is a JPME Prospective Research Topics Database, through which Services, agencies, and commands may nominate topics for research at joint and Service (intermediate and senior) colleges.

c. A joint training section with training policy information, links to the JTIMS and JKDDC, and a searchable UJTL database that allows users to search the UJTL while providing links to related joint doctrine.

d. JDEIS links are located at classified <https://jdeis.js.smil.mil/jdeis/> or unclassified <https://jdeis.js.mil/jdeis/index.jsp>.

6. The Specialist Support Network. Supporting the Chairman's full implementation of the JTS and T2 imperatives is a globally managed network of

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joint training system specialists, joint lessons learned program specialists, joint training facilitator specialists, and joint interagency training specialists. This integrated network of specialists supports the identification and exchange of relevant information among combatant commands, CSAs, Services, the Department of Homeland Security, National Guard Bureau (NGB), and the Joint Staff.

ENCLOSURE C

CHAIRMAN'S JOINT TRAINING POLICY

1. Chairman's Joint Training Policy. The joint training policy for the Armed Forces of the United States provides direction and guidance for joint forces to prepare for military operations using joint training processes and programs that:

- a. Are based on mission capability requirements and driven by objectives.
- b. Provide adequate realism and fidelity and encompass U.S., multi-national, and international military and interagency participation.
- c. Employ the JTS described in reference h.
- d. Incorporate joint training as a pillar of the joint learning continuum.

2. Annual Chairman's Joint Training Guidance (CJTG). The Chairman will develop the annual CJTG not later than 30 August. The CJTG will address issues considered by the Chairman to be significant to the global joint community and requiring action by the combatant commands, CSAs, and/or the Services. Chairman's HITIs will be included in the CJTG as appropriate (see below for description and Enclosure F for the current list). The Joint Staff/J-7 is the advocate for joint training issues and responsible for tracking Chairman's HITIs.

3. Chairman's High Interest Training Issues. Chairman's HITIs are special interest issues incorporated into this instruction and the annual CJTG to ensure appropriate visibility by the combatant commands and CSAs in developing their J/ATPs. HITIs normally address broad mission areas or operational capabilities that need focused attention to achieve desired effects in the joint operational environment. Some HITIs will have very specific supporting guidance on observed areas of concern or interest, while others will be less specific, but no less important to address.

a. Chairman's HITIs are developed annually by the Joint Staff/J-7 from combatant commander, Service, RC, CSA, and Joint Staff inputs and approved by the Chairman. They may be derived from all-source lessons learned, readiness reports, and operational assessments. The Joint Staff/J-7 will track published Chairman's HITIs. Current Chairman's HITIs are included in Enclosure F and will be issued annually as part of the CJTG.

b. Commanders/directors should consider Chairman's HITIs for special emphasis in their J/ATPs. Each command should assess the prescribed

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Chairman's HITIs in relation to theater conditions as key indicators for joint training requirements.

4. Annual Combatant Commander Training Guidance. Combatant commanders will develop their commander's training guidance in accordance with the CJTG and their assessment of their mission requirements. Commanders will provide their training guidance to staff, assigned forces, and USJFCOM annually as Tab A in their JTP.

5. High Interest Training Requirements. HITRs are combatant commander designated training requirements that require joint resources and training focus from joint force providers to achieve desired readiness to support mission capability requirements. HITRs will normally reference an applicable joint task from the UJTL or Service task list to provide the detail necessary to develop actionable training plans and guidance. HITRs may also provide additional specificity to address Chairman's designated HITIs. HITRs are developed annually as a tab to the combatant command JTP. The JTIMS provides the capability to identify HITRs in Tab H of the JTP and make them available to the joint force providers for consideration in developing their JTPs.

6. Categories of Training. There are two categories of training: Service and Joint. In each category, interagency, intergovernmental, and multinational training can take place.

a. Service Training. Service training (including USSOCOM) pertains to both the Active Component (AC) and RC and is based on both joint and Service policy and doctrine to prepare individuals and interoperable units. Service training includes basic, technical, operational, and interoperability training in response to operational requirements identified by the combatant commands to execute assigned missions.

b. Joint Training. Training, including mission rehearsals, of individuals, staffs, and units using joint doctrine to prepare joint forces or joint staffs to respond to strategic, operational, or tactical requirements considered necessary by the combatant commanders to execute their assigned or anticipated missions.

7. Types of Joint Training. Joint training must be accomplished by effectively matching the training requirements and training audiences with appropriate training methods and modes within available resources. These audiences include:

a. Individual Joint Training. Training that prepares individuals to perform duties in joint organizations (e.g., specific staff positions or functions) or to operate uniquely joint systems. Individual joint training ensures that

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individuals know, are proficient in, and have the joint competencies and skills to apply joint doctrine and procedures necessary to function as staff members.

b. Staff Joint Training. Training that prepares joint staffs or joint staff elements to respond to strategic and operational taskings deemed necessary by combatant commanders and subordinate joint force commanders to execute their assigned missions.

c. Collective Joint Training. Instruction and applied exercises that prepare joint organizational teams to integrate and synchronize owned and provided capabilities to execute assigned missions.

8. Tenets of Joint Training. Joint force commanders must integrate and synchronize the actions of their assigned forces to achieve strategic and operational objectives. Success depends on well-integrated command headquarters, supporting organizations, and forces that operate as a team. The following tenets of joint training are intended to guide commanders and agency directors in developing their JTPs:

a. Use Joint Doctrine. Joint training will be conducted in accordance with approved joint doctrine. Joint doctrine establishes the fundamentals of joint operations and provides the guidance on how best to employ national military power to achieve strategic ends. Joint doctrinal publications describe common procedures and establish uniform operational methods from a common baseline, using common terminology.

This baseline assists commanders and their staffs in developing standards for joint training, exercises, and operations (reference r). Effective joint training must be based on approved joint doctrine. When necessary to introduce concepts and experimentation events into joint training events, combatant commands will use care to ensure that exercise participants understand that doctrinal deviations are for experimentation purposes and may not change doctrine and procedures for the future.

#### TENETS OF JOINT TRAINING

1. Use Joint Doctrine
2. Commanders/Agency Directors are the Primary Trainers
3. Mission Focus
4. Train the Way You Intend to Operate
5. Centralize Planning, Decentralize Execution
6. Link Training and Readiness Assessments

b. Commanders and Agency Directors are the Primary Trainers in Their Organizations. Commanders and directors at all echelons are responsible for preparing their command to accomplish assigned missions. Commanders validate mission capability requirements and determine joint training requirements. Using the JTS, commanders implement processes to develop, execute, and evaluate effective joint training.

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c. Mission Focus. Commanders and CSA directors will ensure their joint training programs are focused on training requirements derived from their organization's J/AMETL and assessment of current capability. The UJTL provides a library of mission tasks and reference for combatant commands, Services, RCs, CSAs, and the Joint Staff to communicate capability requirements. A successful training program can be achieved when commanders and agency directors consciously focus their training efforts on a prioritized set of training requirements derived from their mission requirements.

d. Train the Way You Operate. Joint training must be based on relevant conditions and realistic standards. Conditions are those variables in an operational environment or situation in which a unit, system, or individual is expected to operate which may affect task performance. Conditions are organized into three broad categories -- physical, military, and civil -- and are derived from the joint force commander's assessment of mission-related political, military, economic, social, informational, and infrastructure factors. Standards are established as the minimum acceptable level of performance required in the execution of a particular task under a specified set of conditions. For joint forces' METs, each standard is defined by the joint force commander and consists of a measure and criterion. The measure provides the basis for describing varying levels of task performance. The criterion describes the minimum acceptable level of performance associated with a particular measure. The criteria are often expressed as hours, days, percentages, occurrences, minutes, miles, or some other unit of measurement.

e. Centralize Planning and Decentralize Execution. In military operations, centralized planning and decentralized execution provides organizational flexibility. Decisions are made where and when necessary by subordinates, consistent with available resources and the senior commander's intentions, priorities, and mission objectives. Training methods and modes must mirror operational techniques. The intent is to apply available resources with enough flexibility to optimize training effectiveness and efficiency. This process requires an analysis of who needs training and the current level of training proficiency, the task(s) to be performed and the relevant conditions under which the task(s) are expected to be performed, then selecting the most effective and efficient method to accomplish the training objective(s). Decentralization promotes bottom-up communications, especially concerning mission-related strengths and weaknesses.

f. Link Training Assessment to Readiness Assessment. Commanders and their staff will use joint training assessment data to support their readiness assessment for the DRRS program. Once training assessments are approved in the JTIMS, the assessments are then provided to DRRS and made available in the Training Tab to support overall readiness assessment.

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9. The JTIMS. The JTIMS is the Chairman's authoritative information management system supporting implementation and execution of the JTS and shall be made available for use by the DOD components to support joint training.

10. UJTL Utilization. Commanders and agency directors will use the tasks from the UJTL authoritative database in JDEIS to develop their J/AMETLs. Commanders' and agency directors' J/AMETLs are documented in DRRS and linked to the JTIMS and other joint systems to assist the joint force providers.

11. JTS Data Exchange with the DRRS Program. The JTIMS and DRRS are being designed to support a seamless, automated exchange of data. Organizational J/AMETL will be pushed from DRRS to the JTIMS, and TPAs and MTAs, developed in the JTIMS, will be pushed to DRRS, significantly aiding in identifying the organization's mission readiness or shortfalls from a training perspective.

12. Annual Joint Training Milestones. (See Figure C-1).

a. Semiannual Worldwide Joint Training and Scheduling Conferences (WJTSCs) normally occur in March and September, and address combatant command, CSA, and Service joint training issues.

b. Annually in September, combatant commanders will review and approve their JMETL in the DRRS program. Supporting commands and CSAs may take until December to complete their J/AMETL review due to the need to consider the supported command's final JMETL. This review initiates the J/ATP development process.

c. The Chairman's HITIs are also published in September to ensure availability to the combatant commands and CSAs for consideration in developing their J/ATPs for the following fiscal year.

d. The March WJTSC-1 updates CJCS exercises for the next fiscal year and addresses resource requirements for the upcoming POM.

e. No later than 15 March, geographic combatant commanders will publish JTPs via the JTIMS for functional combatant commander, Service component command, CSA, and other joint organization review.

f. No later than 15 May, functional combatant commanders will publish JTPs via the JTIMS for geographic combatant commander, Service component command, CSA, and other joint organization review.

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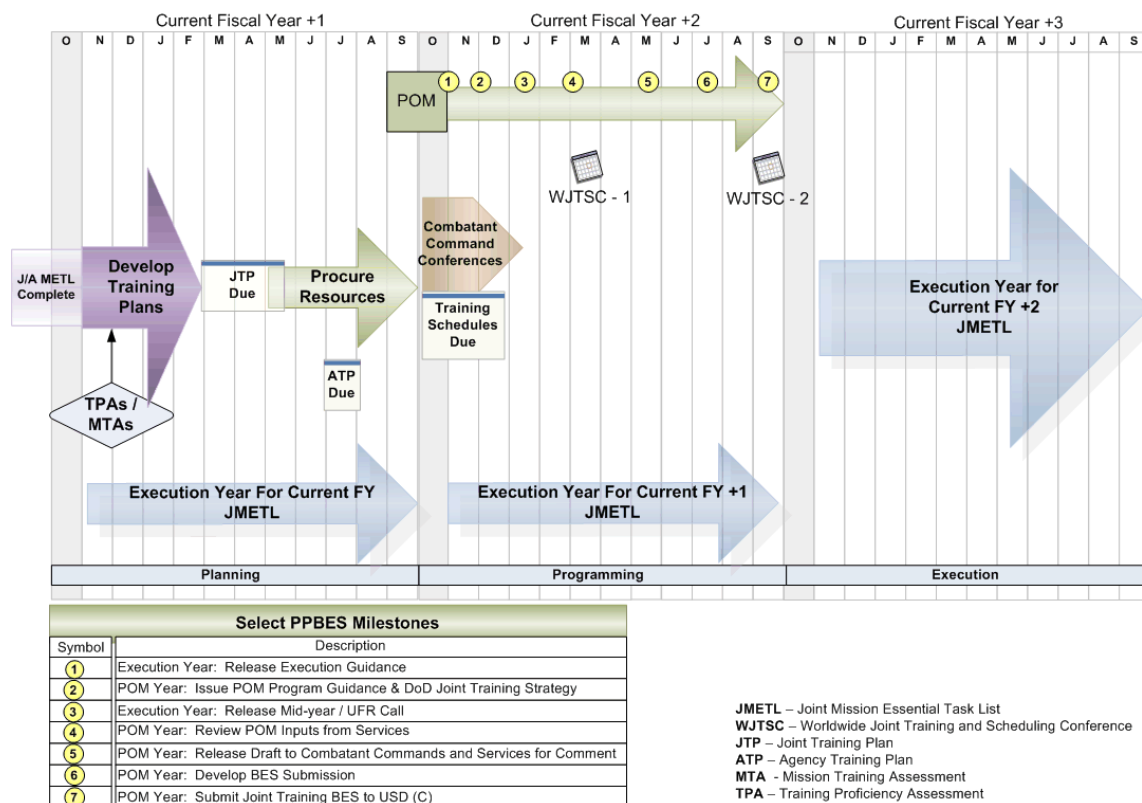


Figure C-1. Joint Training, Planning, and Programming Cycle

g. No later than 15 July, CSAs and USJFCOM will coordinate and publish training plans, including METs, via the JTIMS for geographic and functional combatant commander, Service component command, and other joint organization review.

h. Annual Joint Training Assessment. Joint Staff/J-7 will develop an annual assessment of joint training, and brief the joint training trends at the WJTSC-2.

13. Training Transformation. The DOD T2 Implementation and Program Plans specify joint training actions and milestones that will be implemented by the joint training community to provide dynamic, capabilities-based training for the DOD in support of national security requirements across the full range of integrated operations. Joint training community participation in the T2 business model ensures that issues associated with actions and milestones are considered and resolved in an open, transparent, and collaborative environment.

14. Joint Training and Exercise Programmatic and Requirements. Joint Staff/J-7 has oversight and management responsibility for several funds that support joint training and exercise programs.



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a. The Joint Staff/J-7 collects, coordinates, and integrates joint training requirements across the joint training community that support the identification, refinement, validation, and prioritization of these training requirements. Based on Combatant Commander Exercise and Engagement (CE2) business rules (reference s), funds from the CE2 account may be provided to the Joint Staff/J-7 and the combatant commands in order to mitigate existing training gaps and shortfalls or satisfy new mission area training requirements.

b. The CE2 program is a source of funding to support combatant commands' joint training programs. The CE2 is part of the Defense-Wide Combatant Commander Exercise Engagement and Training Transformation (CE2T2) account (reference t) and directly supports Quadrennial Defense Review (QDR) and Strategic Planning Guidance direction to review potential realignment and consolidation of joint training to gain efficiencies. The joint training community stakeholders participate in collaborative forums to develop and validate the CE2 program execution plans. The CE2 includes JETP funding and Service Incremental Funding (SIF).

c. The JETP is a principal means by which the Chairman of the Joint Chiefs of Staff and combatant commands fulfill their joint training responsibilities under title 10. The funding is programmed and managed by several headquarters activities. The Joint Staff/J-7 is the OPR for JETP funding, to include airlift, sealift, port handling, and inland transportation (reference k).

d. SIF funds Service requirements for participation in combatant command exercises, exclusive of JETP funded requirements, including travel and per diem for attendance at planning conferences and exercise events.

e. Exercise Related Construction includes unspecified minor construction outside of the United States supporting in-progress or planned exercises and is centrally managed by the Joint Staff/J-4. Joint Staff/J-7 also provides oversight and monitors execution of the Developing Country Combined Exercise Program (DCCEP) and Bilateral Cooperation Program for Developing Countries, Personal Expenses.

15. Integrating E&T Activities into Joint Training and Exercises. It is DOD policy to have those commands affected by E&T to closely liaise and coordinate with leadership of agencies and entities involved in the development of new or improved warfighting initiatives, including Joint Tests and Evaluation, Advanced Concept Technology Demonstrations, Joint Capability Technology Demonstrations, joint and Service experimentation and prototyping, and to review lessons learned. Consistent with reference g, training event executing commands will facilitate the integration of new concepts, prototypes, and

technologies from these sources into joint training events for evaluation and testing.

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## KEY SUSPENSE LIST

Date	Office	Subject
August - October	Joint Staff	Conduct WJTSC-2; brief Annual Joint Training Trends
September	Joint Staff, Combatant Commands, CSAs, Services	Conduct UJTL User Advisory Group and the JTIMS User Advisory Group
September	Joint Staff, Combatant Commands	Quarterly CE2 Stakeholder Leadership Team Meeting
September	Joint Staff	Chairman issue joint training guidance with updated High Interest Training Issues
30 September	Combatant Commands	Review JMETL
October - December	Combatant Commands	Conduct combatant commander exercise and training scheduling conferences
November	Combatant Commands, CSAs, Services	Service Joint Training Coordination Conference
December	CSAs	Review AMETL
December	Joint Staff, Combatant Commands	Quarterly CE2 Stakeholder Leadership Team Meeting
31 December	Combatant Commands	Publish event summaries in the JTIMS for the upcoming execution year, budget year, and following 4 years, incorporating changes from the WJTSC and the combatant commanders' exercise and training scheduling conferences
31 December	Combatant Commands	Submit summary report of annual DCCEP per CJCSM 3500.03 series
January - February	Joint Staff, Combatant Commands, Services	CSEP/JEP Annual Schedule Review and Deconfliction Conference
February - March	Joint Staff	Conduct WJTSC-1
February - March	Joint Staff, Combatant Commands, CSAs, Services	Conduct UJTL User Advisory Group and the JTIMS User Advisory Group
February	Joint Staff, Combatant Commands	Submit issues for Joint Doctrine Planning Conference
March	Joint Staff, Combatant Commands	Quarterly CE2 Stakeholder Leadership Team Meeting
15 March	Combatant Commands	Update event summaries in the JTIMS, incorporating changes from WJTSC-1
15 March	Geographic Combatant Commands	Publish JTPs in the JTIMS
31 March	National Guard Bureau	Publish JTP in the JTIMS
31 March	Combatant Commands	Submit DCCEP Plans for next 2 fiscal years to the Joint Staff J-7; the first year for approval, the second year for planning

Date	Office	Subject
May	Combatant Commands, Services	Service Joint Training Coordination Conference
15 May	Functional Combatant Commands	Publish JTPs in the JTIMS
June	Joint Staff, Combatant Commands	Quarterly CE2 Stakeholder Leadership Team Meeting
June	Joint Staff	Review of joint exercise program
30 June	Combatant Commands, CSAs	Submit joint training trends to Joint Staff J-7
July	Joint Staff, Combatant Commands	Submit issues for Joint Doctrine Planning Conference
15 July	USJFCOM	Publish JTP in the JTIMS
15 July	CSAs	Publish ATPs in the JTIMS

Table C-2. Key Suspense List

ENCLOSURE D

JOINT TRAINING GUIDANCE

1. Purpose. This section provides joint training guidance from the Chairman to the Joint Staff, combatant commands, Services, CSAs, and RC for planning and conducting joint training.

2. Guidance

a. Joint training must support a broad range of roles and responsibilities in military, interagency, multinational, and intergovernmental contexts and must be flexible and operationally effective. In the future, joint training and education will be recast as components of a lifelong learning continuum and made available to the total force -- AC, RC, DOD civilians, and DOD contractors. Efforts will be expanded to develop officers well versed in joint operational art.

b. The UJTL is integral to capabilities-based planning as indicated by how the terms *task* and *capability* were defined and related by a DOD-sponsored Military Operations Research Society Conference that met to discuss underlying definitions, relationships, and processes that define the use of capabilities-based planning. They defined *capability* as “the ability to achieve a desired effect under specified standards and conditions through combinations of means and ways to perform a set of tasks,” and *task* as “an action or activity (derived from an analysis of the mission and concept of operations) assigned to an individual or organization to provide a capability.” The JCA development effort adopted these terms in a model where task sets are executed by organizations/people/resources (the means) using processes/sequence of actions/TTPs/CONOPS (the ways) resulting in capabilities used by commanders to create effects leading to the achievement of objectives. The UJTL is comprised of the tasks that are foundational to this model (reference u).

c. The UJTL must increase in flexibility of use and depth of coverage to provide linkage of capabilities and joint tasks with Service, interagency, and multinational tasks in order to achieve unity of effort in the “joint” operating environment. This web-enabled database of appropriate tasks, conditions, measures, and criteria must include Joint, Service, CSA, multinational, and interagency tasks; be adaptive, flexible, and horizontally and vertically integrated; and be mapped to the JCAs to fully meet operational mission requirements.

d. All personnel and components shall train on their METs to established standards to provide the required capabilities that enable the combatant

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commanders to effectively execute their mission responsibilities across all phases of joint campaigns and the full range of operations.

e. Evaluations of training proficiency during joint training events will feed overall assessments of joint mission-essential tasks (JMETs) and mission capabilities, which in turn feed the plans phase of the JTS to focus joint training events in the next training cycle to cover identified capability gaps. Likewise, the mission training assessments will feed the commander's or agency director's broader readiness assessment to determine gaps and deficiencies in performing the command or agency J/AMETL to standard. To emphasize this necessary focus on operational readiness and the alignment of the JTIMS with DRRS monthly reporting, each organization will review, update (as required), and approve monthly their TPAs and MTAs in the JTIMS. Once approved in the JTIMS, the TPAs are then pushed to DRRS and made available in the Training Tab to support overall readiness assessment. Through analysis of individual, staff, and collective performance of assigned or apportioned forces, the combatant commander will be better able to make recommendations for change across the DOTMLPF joint resources construct (reference v).

f. Combatant Commands

(1) Collect, consolidate, and integrate component command, subordinate command, and JTF assessment inputs into an overall combatant command training assessment, as outlined in reference h. The combatant commanders will publish the training assessment of JMETs as Tab D to their respective JTPs and use this assessment to formulate the commander's guidance.

(2) Schedule joint training events using the JTIMS, which involve the participation of subordinate joint force headquarters (JFHQ) and functional component HQ. Balance joint training and engagement requirements with operations and personnel tempo of assigned forces; coordinate joint training support through the JTIMS. Synchronize integration of experimentation with training events via the JTIMS to minimize adverse impact on training programs.

(3) Collaborate with the combatant command staff, subordinate commands, supporting commands, and CSAs for JMETL preparation, including mission analysis of operational plans, Security Cooperation Plans (SCP), Unified Command Plan, and Presidential and SecDef directives to identify mission tasks and METs. Link development of JMETs to operational plans, TSCP, and Presidential and/or SecDef directives. All operational plans submitted for CJCS approval will include JMETs associated with the plan.

(4) Integrate Service component, CSA, joint force provider, and other supporting organization supporting tasks with the joint force commanders'

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JMETs. Service component METLs developed using the UJTL or Service task lists will support the JMETs developed by the appropriate joint higher headquarters assigned.

(5) Integrate Service component and CSA training programs with respective combatant command joint training programs. Service component training plans will support the joint training program developed by the appropriate joint higher headquarters assigned. Additionally, Service component training programs will address the interoperability requirements and joint tasks deemed necessary to execute combatant command assigned missions.

g. USJFCOM

(1) Consolidates training support resource requirements identified by the combatant commands, CSAs, and the NGB in their J/ATPs. These consolidated training support resource requirements will be provided to the Joint Staff/J-7 for coordination with the appropriate resource provider.

(2) Schedules joint training events and support using the JTIMS, which involve the participation of subordinate JFHQ and functional component HQ. Balances combatant commander joint training and engagement requirements with operations and personnel tempo of assigned forces. Synchronizes integration of experimentation with training events via the JTIMS to minimize adverse impact on training programs.

(3) In coordination with assigned Service components, develop joint training programs that prepare joint capable conventional forces and staffs to meet combatant command identified key capability requirements.

(4) In coordination with the Services, develops a program for training assigned functional component (e.g., joint force air component commander, joint force land component commander, and joint force maritime component commander) HQ.

h. USSOCOM. In coordination with assigned Service components, develop joint training programs that prepare joint capable Special Operations forces and staffs to meet combatant command identified key capability requirements.

i. Services. The Services will maintain and publish task lists to complement and link to the UJTL. The Services will provide comprehensive guidance for Service components, including Reserve elements, on the use of task lists to develop METLs. Service task lists should link to the UJTL and provide a library of mission tasks for cross-referencing Service tasks to joint tasks. Tools supporting these lists must be compatible with the JDEIS so common Service task elements can be linked to appropriate joint tasks in the

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JDEIS and UJTL databases and used in the Enhanced Status of Resources and Training System and the JTIMS. Services will update this list as required and distribute to each combatant commander and CSA.

j. Combat Support Agencies

(1) Collaborate with the combatant command staff, subordinate commands, supporting commands, and other CSAs for agency mission-essential task list (AMETL) preparation, including mission analysis of operational plans, SCPs, Unified Command Plan, and Presidential and SecDef directives to identify mission tasks and METs. Link development of AMETs to operational plans, SCP, and Presidential and/or SecDef directives. All operational plans submitted for CJCS approval will include supporting AMETs associated with the plan.

(2) Integrate CSA training programs with respective combatant command joint training programs.

k. National Guard Bureau. When requested, the Chief, National Guard Bureau (CNGB) provides input to the Chairman, USNORTHCOM, USPACOM, USSOUTHCOM, and USJFCOM on all matters pertaining to National Guard forces and State JFHQ in the area of joint training. The CNGB serves as a principal advisor to the Secretary of Defense through the Chairman of the Joint Chiefs of Staff on matters involving non-federalized National Guard forces and on other matters as determined by the Secretary of Defense. CNGB is the principal adviser to the Secretary of the Army and the Chief of Staff of the Army, and to the Secretary of the Air Force and the Chief of Staff of the Air Force, on matters relating to the National Guard, the Army National Guard of the United States, and the Air National Guard of the United States. CNGB serves as the channel for communications on all matters pertaining to the National Guard (Army and Air National Guard) between the Secretaries and Chiefs of Staff of the Army and the Air Force and the 50 states, Puerto Rico, U.S. Virgin Islands, Guam and the District of Columbia.

l. Joint Systems Acquisition Program Manager. In accordance with reference ai, the program manager for a joint system acquisition program is responsible, as part of an integrated human system integration planning approach, for developing a training plan for the system that addresses the manpower, personnel, and training (MPT) concepts. This may take the form of a joint training system plan or Service- or CSA-specific training plans, although consideration should be given to the development of common training materials and delivery for joint systems. The training system plan shall include, at a minimum, the MPT requirements for system operators, maintainers, users, and administrators, including the required number of officer and enlisted from which communities and how, when, and where individuals and teams will be trained.



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## ENCLOSURE E

## JOINT TRAINING RESPONSIBILITIES

1. Office of the Secretary of Defense. The Under Secretary of Defense for Personnel and Readiness is responsible for:

a. Development and oversight of policies and programs to ensure the readiness of U.S. forces for peacetime contingencies, crises, and warfighting.

b. Development and oversight of DOD training policies and programs, including the cost-effective application of training systems and technologies.

c. Development and oversight of training policies and programs to ensure that training programs and resources are sufficient to produce ready forces.

d. Oversight of CE2T2, to include approval of Program Execution Plans and Program Plans.

2. Chairman of the Joint Chiefs of Staff. The Chairman of the Joint Chiefs of Staff is responsible for:

a. Ensuring the necessary joint training of the Armed Forces of the United States to accomplish strategic and contingency planning and preparedness to conform to policy guidance from the President and the Secretary of Defense (10 USC 153).

b. Advising the Secretary of Defense on the joint training priorities identified by the combatant commanders (10 USC 153(a)(4)(A)).

c. Formulating policies for joint training of the Armed Forces of the United States (10 USC 153(a)(5)(B)).

d. Formulating policies for coordinating the military education and training of members of the Armed Forces of the United States (10 USC 153(a)(5)(C)).

e. Designating a Joint Staff focal point to monitor and coordinate joint training policy, issues, and concerns of OSD, combatant commands, CSAs, Services, and the NGB. The Joint Staff/J-7 is that focal point. Other joint staff directorates, in collaboration with Joint Staff/J-7 and in coordination with the combatant commands and CSAs, retain responsibility for assessing and recommending improvements to joint training and readiness assessment activities conducted within their functional areas (reference m).

f. Providing for the participation of CSAs in joint training events and exercises, assessing their performance to established standards to determine

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readiness, and identifying resource shortfalls across the DOTMLPF construct (10 USC 193(b)).

g. After consultation with the combatant commands, establishing and maintaining a uniform system to assess the preparedness of the combatant commands to accomplish their assigned missions (10 USC 153(d)).

h. Validating joint training requirements.

i. Providing for the participation of the combatant commands and CSAs in joint training events and exercises; reviewing their joint/agency training plans in conjunction with combatant commanders and agency directors; and making recommendations to improve training.

j. Establishing policy guidance for the JTS and the JTIMS and making the JTIMS available for use by DOD components to support the JTS and meet requirements of reference g.

k. Developing specific procedures for the initiation, development, approval, and maintenance of UJTL tasks IAW references w and x (10 USC 153(a)(5)(B)).

l. Ensuring the integration of experimentation prototypes and lessons learned into joint training events.

3. Joint Staff. Assisting the Chairman, the Joint Staff is responsible for:

a. Formulating policies for the joint training of the Armed Forces of the United States (Joint Staff/J-7).

b. Formulating policies for coordinating the military education and training of members of the Armed Forces of the United States (Joint Staff/J-7).

c. Providing management oversight of the Defense Manpower Data Center's database of Service personnel with joint duty assignments and experience (Joint Staff/J-1).

d. Establishing, coordinating, and publishing procedures for interagency coordination training and exercises involving DOD and non-DOD agencies and departments (Joint Staff/J-7).

e. Monitoring the funding and resources committed to support joint training and recommending changes to these levels when necessary to support combatant commanders' requirements (Joint Staff/J-7).

f. Serving as the CE2 account manager on behalf of the combatant commands and Services (for SIF only). (Joint Staff/J-7).

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- g. Assisting combatant commanders in assessing joint training (Joint Staff/J-7).
- h. Managing the Joint Exercise Transportation Program (Joint Staff/J-7).
- i. Synchronizing strategic-national level exercise events in the CSEP and JEP with other interagency strategic-national level events (e.g., NEP) (Joint Staff J-7).
- j. Coordinating simulation policy for joint training and exercises (Joint Staff/J-7).
- k. Formulating CJTG and Chairman's HITIs (Joint Staff/J-7).
- l. Coordinating the development of joint and multinational logistic-related training requirements within joint training activities (Joint Staff/J-4).
- m. Coordinating and overseeing communications system education and training and related advanced distributed learning initiatives at joint schools (Joint Staff/J-6/J-7).
- n. Supporting the combatant commands, Service components, Reserve forces, and CSAs training on the JTS and the JTIMS (Joint Staff/J-7).
- o. Providing oversight and management of the JTS specialist program (Joint Staff/J-7).
- p. Ensuring intelligence operations, to include systems, counter-intelligence, and human intelligence training, are fully integrated into CJCS and combatant command sponsored joint training events as well as joint policy, doctrine, and procedures (Joint Staff/J-2).
- q. Coordinating joint training issues related to readiness (Joint Staff/J-3/J-7).
- r. Reviewing, analyzing, and making recommendations on DOTMLPF change recommendations related to training and education (Joint Staff/J-7).
- s. Advocating joint training and joint training capabilities. The Joint Staff will coordinate, validate, and track the joint training requirements and joint training capability requirements of the combatant commanders in accordance with (IAW) references g and v (Joint Staff/J-8/J-7).
- t. Managing UJTL task development and maintenance and coordinating the overall process IAW references w and x (Joint Staff/J-7).

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u. Coordinating and conducting semiannual UJTL User Advisory Group (Joint Staff/J-7).

v. Coordinating joint training issues related to force protection (Joint Staff J-2/J-3).

w. Annually assessing the effectiveness of joint training, to include describing training trends in the joint community. Briefing the training trends at the September WJTSC-2 (Joint Staff/J-7).

x. Coordinating development and delivery of the JTIMS programs and software (Joint Staff/J-7).

y. Coordinating and conducting semiannual JTIMS User Advisory Group (Joint Staff/J-7).

z. Providing certification oversight over joint training courses that contribute to an officer's expertise in joint matters IAW reference y (Joint Staff/J-7).

aa. Acting as the DOD Interagency Training Coordinator (Joint Staff/J-7).

ab. Collating, internally prioritizing, and adjudicating interagency training, experimentation, and exercise support requests across the Department (Joint Staff/J-7).

ac. Serving as the focal point for U.S. Government agency requests for interagency training, experimentation, and exercise support from the Department of Defense (Joint Staff/J-7).

ad. Informing, negotiating, and adjudicating overall DOD training, exercises, and experimentation requirements with agency Training Coordinators (Joint Staff/J-7).

ae. Collaboratively developing agency-appropriate internal and external processes for coordinating whole-of-government interagency training efforts (Joint Staff/J-7).

af. Establishing a DOD-wide Interagency Working Group (Joint Staff/J-7).

ag. Assembling a quarterly Joint Individual Training review panel (board) to review and approve quarterly updates to the Joint individual training inventory, Joint Staff-developed cumulative list of joint exercises, and other matters of interest to the joint training community.

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4. Combatant Commands. Unless otherwise directed by the President or Secretary of Defense, the combatant commanders conduct the joint training of assigned forces and are responsible for:

a. Giving authoritative direction to the subordinate commands and forces necessary to carry out missions assigned to the command, including authoritative direction over all aspects of joint training and logistics.

b. Coordinating and approving those aspects of administration and support (including control of resources and equipment, internal organization, and training) and discipline necessary to carry out combatant command-assigned missions. The Services are responsible for the actual administration and support of forces, including control of resources and equipment, internal organization, training, and discipline of assigned forces necessary to carry out assigned missions.

c. Coordinating and approving, as appropriate and available, forces for training in support of other combatant commanders' requirements.

d. Ensuring that, whenever undertaking exercises or other activities with the military forces of nations in another combatant commander's AOR, those exercises and activities and their attendant command relationships and funding will be mutually agreed upon among the commanders. When this situation occurs in a politically sensitive area (PSA), it must be documented in paragraph 18 of the exercise significant military exercise brief, to include points of contact within the appropriate combatant command with whom it has been coordinated. In non-PSA exercises or other activities, record message traffic will be used to confirm coordination.

e. Designating an OPR for joint training.

f. Documenting combatant command joint training requirements derived from the development of a command JMETL with associated conditions and standards and command assessment of current capability.

g. Annually developing, updating, publishing, and executing command JTPs and joint training schedules.

h. Annually reviewing JMETL by 30 September.

i. Annually publishing JTPs in the JTIMS by 15 March (geographic combatant commands only).

j. Annually publishing JTPs in the JTIMS by 15 May (functional combatant commands only).

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k. Evaluating the effectiveness of specific training events conducted under their training plans.

l. Assessing the overall effectiveness of JTP in training to their command's JMETL. Assessing the adequacy of their JMETL in describing their tasked missions.

m. Reporting program and resource shortfalls in a DOTMLPF construct and the impact these shortfalls have on the command's ability to accomplish its joint training requirements.

n. Developing operational and concept plans using UJTL tasks to provide direct connectivity to JMETL development and mission training requirements.

o. Training and certifying the readiness of assigned headquarters staffs designated to perform as a JTF or functional component headquarters staff IAW reference z.

p. Reporting joint training, exercises, JTF HQ organization, joint doctrine, joint contingency planning, and joint force commander's assessment IAW the Joint Combat Capabilities Assessment process described in reference aa. This includes input to the quarterly Joint Force Readiness Review and the semiannual combatant command assessments.

q. Providing TRO of assigned RC forces.

(1) TRO is the authority combatant commanders may exercise over assigned RC forces when not on active duty or when on active duty for training. TRO includes the authority to:

(a) Coordinate and approve participation of RC forces in joint exercises and other joint training when on active duty for training or performing inactive duty for training.

(b) Obtain and review readiness and inspection reports on assigned RC forces.

(c) Coordinate and review mobilization plans developed for assigned RC forces.

(d) Exercise operational control of RC forces (less strategic mobility forces assigned to USTRANSCOM) on active duty for training or performing inactive-duty training within their geographic AOR (except in CONUS, Hawaii, Alaska, Puerto Rico, and the U.S. territories) or participating anywhere in military operations or joint training under their jurisdiction.

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(2) TRO provides combatant commanders the authority to provide guidance to Service components on operational requirements and priorities to be addressed in Military Department training and readiness programs. TRO is an enabling tool for the combatant commander to enhance RC readiness, with the objective of timely, seamless integration of RC forces into joint organizations and RC augmentees onto combatant command battle staffs and JTF staffs.

(a) TRO is intended to support the individual Services in fulfilling their title 10 responsibility for RC forces.

(b) Combatant commanders normally exercise their TRO authority through their Service component commanders.

r. Ensuring that, when it is necessary to introduce experimentation events into joint training exercises, exercise participants understand that doctrinal deviations are for experimentation purposes and that future doctrine and procedures may or may not be impacted.

s. Providing, as directed, trained and ready forces to another combatant command.

t. Serving as primary members of the CE2 Stakeholder Leadership Team.

u. Nominating training programs and supporting sites/systems with associated joint tasks to USJFCOM for JNTC accreditation and certification.

v. Nominating applicable training courses for inclusion in Joint Training Course Database. Assisting JKDDC in joint course accreditation for courses in which the combatant command has subject matter expertise.

w. Annually providing Joint Staff/J-7 with their joint training trends by 30 June for integration into the annual training trends brief presented at the September WJTSC-2.

x. Providing joint training programs for their staffs, as well as the forces assigned to their command.

y. Periodically conducting selected exercises that emphasize and evaluate cross-AOR (intertheater) coordination, especially at the seams.

z. Reviewing and assessing Commander's Summary Reports, provided by USJFCOM and USSOCOM, on apportioned forces to determine gaps and deficiencies to focus the planning of events in the next combatant command JTP.

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aa. Assessing joint training programs against Chairman's HITIs (see Enclosure F) and, where shortfalls are identified, include mitigating activities in the command training plan.

ab. Reviewing, updating (as required), and approving TPAs and MTAs in the JTIMS on a monthly basis to align with the DRRS monthly assessment review/update.

ac. Requesting the participation of USJFCOM (conventional) or USSOCOM (Special Operations) assigned forces or individuals below the unit identification code level, when unable to source from internally assigned forces or individuals, by making their requests to CDRUSJFCOM or CDRUSSOCOM through:

(1) The JTIMS when the event is scheduled to take place 1 to 3 years in advance of the date the request is submitted.

(2) Record message traffic when the event is scheduled to take place within 365 days of the date the request is submitted.

ad. Ensuring that when E&T nominations are received, they are evaluated for possible incorporation into joint training events. Commanders sponsoring joint training events will facilitate the integration of approved E&T nominees.

5. Service Component Commands (includes Theater Special Operations Commands). Service component commanders' responsibilities are derived from their roles in fulfilling the Services' support function. Service component commanders are responsible to their assigned combatant commanders for:

a. Developing Service Component mission-essential task lists supporting their combatant commanders' JMETLs.

b. Conducting joint training events when tasked by the sponsoring joint force commander.

c. Coordinating training programs with other Service components to meet joint mission requirements deemed necessary by the combatant commander.

d. Training, as directed for components of other Services, in joint operations for which the Service component commander has or may be assigned primary responsibility, or for which the Service component's facilities and capabilities are suitable.

e. Coordinating and developing budget requests to support joint training.



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f. Coordinating and providing a training plan that supports the joint training requirements of the combatant command JTP.

g. Serving as the primary interface between the Service and USJFCOM for all matters pertaining to joint training, to include the sourcing of personnel to meet combatant command requirements.

6. USJFCOM. As the primary joint force provider and lead agent for joint force training for the Chairman of the Joint Chiefs of Staff, USJFCOM is responsible for:

a. Supporting the combatant commanders, Services, CSAs, and NGB in their implementation of the Chairman's joint training policy and guidance and the execution of their joint training programs.

b. Managing the USJFCOM portions of the CSEP and JEP; conducting and assessing joint and multinational training and exercises for assigned forces; and assisting the Chairman, other combatant commanders, and Service Chiefs in their preparations for joint and combined operations.

c. Annually publishing JTP in the JTIMS NLT 15 July.

d. Providing JTS individual, staff, and collective training expertise to assigned forces.

e. Providing TRO of assigned RC forces when not on active duty or when on active duty for training.

f. Providing joint training for and/or assistance with the joint training of combatant commander battle staffs, JTF HQ staffs, and JTF functional component commanders and their staffs, and headquarters designated as potential joint headquarters (reference z).

g. Leading the collaborative development of joint training standards and designing standardized joint training processes and programs for JTF HQ and functional component joint training events in support of combatant commander requirements.

h. Conducting joint training of assigned forces that may operate as part of joint or combined task forces in support of combatant commander requirements.

i. Annually reviewing all combatant commanders' JMETs, including tasks for allocated and apportioned forces.

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j. Leading the collaborative development of baseline JMETL conditions and standards for all JTF HQ staffs, functional component HQ staffs, and HQ staffs designated as potential JTF headquarters.

k. Coordinating and scheduling joint training events for assigned forces, as well as deconflicting the participation of forces in worldwide joint training events in support of combatant commander's requirements.

l. Leading the development and operation of systems and architectures that directly support the accomplishment of joint training requirements of other combatant commanders, subordinate joint force commanders, and defense agency directors through distributed modes of training support.

m. Providing expertise, advisory support, and strategic planning support within the joint training community on joint training-related modeling and simulation (M&S) issues.

n. Managing joint training M&S development within the limited acquisition authorities granted to USJFCOM by the Secretary of Defense for all joint models and joint federations of models (live, virtual, or constructive).

o. Coordinating and providing consequence management support for combatant command training events and exercises.

p. Developing and maintaining JNTC to serve total force training support needs. Managing JNTC accreditation process for combatant command, Service, and Service component training organizations/programs and JNTC certification process for combatant command, Service, and Service component training sites and/or systems to support those organizations and/or programs.

q. Developing and maintaining JKDDC to develop, facilitate access to, and distribute joint knowledge and information assets via existing and emerging networks that historically provide joint training and education resources to DOD users.

r. Developing and maintaining the Information Operations Range to serve total force training support needs.

s. Annually collecting all combatant commanders' HITRs, together with their key required capabilities, for forces and staffs. These HITRs will assist USJFCOM in providing training guidance for USJFCOM Service components as well as assisting USJFCOM in the development and execution of joint training for assigned forces. The identification of these issues and associated required capabilities will satisfy the requirement for development of a Master JMETL IAW reference g.

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t. Training and certifying the readiness of assigned headquarters staffs designated to perform as a JTF or functional component headquarters staff IAW reference z.

u. Ensuring that when E&T nominations are received, they are evaluated for possible incorporation into joint training events. Commands sponsoring joint training events will facilitate the integration of approved E&T nominees.

v. Maintaining the Joint inventory of certified courseware, and providing quarterly updates (e.g., inventories of certified Resident and Distance Learning courses and their associated Joint Qualification points) to the Joint Staff J-7.

7. USSOCOM. In addition to the responsibilities listed above in paragraph 4, USSOCOM has Service-like training responsibilities under 10 USC 167.

a. USSOCOM training responsibilities in support of the NMS include:

- (1) Training assigned forces.
- (2) Validating training requirements.
- (3) Ensuring combat readiness of assigned forces.
- (4) Ensuring interoperability of equipment and forces.

(5) Monitoring the preparedness of SOF assigned to other combatant commands to conduct their assigned mission.

b. USSOCOM responsibilities for joint force integration (JFI) include:

(1) Developing common special operations joint tasks, conditions, and standards.

(2) Training commanders, staffs, and individuals to those common tasks, under common conditions, and to specific coordinated standards (this responsibility is similar to the USJFCOM responsibility as the JFI for assigned conventional forces).

8. Joint Force Providers. Combatant commanders serving as joint force providers are responsible to extract exercise/training force (to include individual augmentee) requirements/requests from the JTIMS, determine sourcing viability, and provide a response back to requesting organizations, using the JTIMS, when the event is scheduled to take place 1 to 3 years in advance of the date the request is submitted. Record message traffic will be used to respond to force requests for events scheduled to take place within 365 days of the date the request is submitted.

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9. Services. Subject to the authority, direction, and control of the Secretary of Defense and to the provisions of 10 USC, Chapter 6, the Secretaries of the Military Departments are responsible for:

- a. Recruiting, training, organizing, and equipping interoperable forces for assignment to combatant commands.
- b. Before deploying forces, ensuring they are trained to meet theater entry and operational requirements as identified in the supported combatant commander-approved JMETL.
- c. Designating an OPR for joint training.
- d. Nominating, in coordination with Service component commands and combatant command joint training priorities, training programs and supporting sites and/or systems with associated joint tasks to USJFCOM for JNTC accreditation and certification.
- e. Identifying and justifying Service funding requirements in support of the joint exercise program (incremental funding) in a separate funding line to support disbursement from the OSD CE2T2 account. Managing the distribution and execution of allocated funding.
- f. Integrating Guard and Reserve force capability requirements into combatant commander, Service, and CSA joint training plans.
- g. Nominating applicable training courses for inclusion in Joint Training Course Database. Assisting JKDDC in joint course accreditation for courses in which the Service has subject matter expertise.
- h. Maintaining and publishing, via web-services, Service task lists which link to the joint tasks in the UJTL.

10. Combat Support Agencies. The CSAs are responsible for:

- a. Designating an OPR for joint training.
- b. Fully implementing the JTS.
- c. Developing a customer-based comprehensive plan detailing their training objectives to meet assigned missions and specific combatant command JMETL requirements. This is normally done through development of a UJTL-based AMETL and an agency training plan (ATP). CSA-developed AMETL should be closely linked to the combatant commands' JMETL. Accordingly, joint training event participation by CSAs should be scheduled and published

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within the respective supported command's JTP, the respective CSA's ATP, and the JTIMS.

- d. Annually reviewing AMETL by 30 December.
- e. Annually publishing ATPs in the JTIMS by 15 July.
- f. Nominating applicable training courses for inclusion in Joint Training Course Database. Assisting JKDDC in joint course accreditation for courses in which the CSA has subject matter expertise.
- g. Nominating appropriate sites and systems to USJFCOM for JNTC certification.
- h. Reviewing supported combatant command JTP Tab B for identified CSA tasks deemed necessary by the combatant commanders to complete assigned missions.
- i. Annually providing Joint Staff/J-7 with their joint training trends by 30 June for integration into the annual training trends brief presented at the September WJTSC-2.
- j. Assessing Chairman's HITIs (see Enclosure F) for applicability and, where shortfalls are identified, include mitigating activities in the agency training plan. Chairman's HITIs will be closed by the Chairman when, in the assessment of the agency director, the issue has been adequately addressed.
- k. Reviewing, updating (as required), and approving TPAs in the JTIMS on a monthly basis to align with the DRRS monthly assessment review/update.
- l. Ensuring that when E&T nominations are received, they are evaluated for possible incorporation into joint training events. Organizations sponsoring joint training events will facilitate the integration of approved E&T nominees.

11. The National Guard Bureau. As a joint activity of the Department of Defense, the NGB is responsible for:

- a. Serving as the channel of communications on all joint training, joint education, and joint readiness matters pertaining to the National Guard (Army and Air National Guard of the United States) among the Secretaries and Chiefs of Staff of the Army and the Air Force and the 50 states, Puerto Rico, U.S. Virgin Islands, Guam, and the District of Columbia.
- b. Ensuring the Army and Air National Guard units and personnel are trained by the states in accordance with this instruction in order to provide forces, units, and personnel trained to support joint operations.

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c. Monitoring and assisting the states in the organization, maintenance, training, and operation of National Guard units and personnel (Army and Air National Guard).

d. Facilitating and supporting the joint education and training of members of the National Guard to meet the operational requirements of the combatant commanders.

e. Supervising and administering the Active Guard and Reserve program as it pertains to assigning officers and noncommissioned officers to the Joint Staff, combatant commands, and standing JTFs.

f. Annually publishing JTP in the JTIMS by 31 March.

g. Nominating, through Military Departments, training programs and supporting sites and/or systems with associated joint tasks to USJFCOM for JNTC accreditation and certification.

h. Nominating applicable training courses for inclusion in Joint Training Course Database. Assisting JKDDC in joint course accreditation for courses in which the NGB has subject matter expertise.

i. Reviewing, updating (as required), and approving TPAs of units with joint Unit Identification Codes in the JTIMS on a monthly basis to align with the DRRS monthly assessment review/update.

ENCLOSURE F

CHAIRMAN'S HIGH INTEREST TRAINING ISSUES

a. Military Support to Security, Stability, Transition and Reconstruction Operations (including joint logistics operations) (references ab and ac).

b. Unified Action (including allies, coalition, international partnerships, interagency, intergovernmental, international organizations, and nongovernmental organizations)(reference a).<sup>1</sup>

c. Irregular Warfare (including counterterrorism and counterinsurgency) (references ad and ae).

d. Combating Weapons of Mass Destruction (reference af).

e. Tactics, Techniques and Procedures to Defeat the Improvised Explosive Device System/Network.

f. Strategic Communication (reference ag).

g. Information Operations (reference af).

h. Dynamic Targeting.

i. Maritime Interdiction.

j. Joint Intelligence.

k. Cyberspace Operations (reference ah).

NOTE: Chairman's High Interest Training Issues will be revised annually by 1 September as part of the Chairman's annual Joint Training Guidance.

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<sup>1</sup> The CJCS concept of unified action (including allies, coalition, international partnerships, interagency, intergovernmental, international organizations, and nongovernmental organizations in an integrated approach) is doctrinally founded language that addresses integrated operations. The concept of integrated operations from the Strategic Plan for Transforming DOD Training defines integrated operations as unified policy, planning, or execution actions of the U.S. interagency community, to advance U.S. government goals and objectives. Integrated operations are inclusive of Joint and Service operations, and involve the Department of Defense and elements of the interagency community, which may include federal agencies, state and local governments, foreign governments singularly or in alliances or coalitions, international and nongovernmental organizations, and private sector companies and individuals. Additionally, interagency and some allied partners prefer the term comprehensive approach to describe this concept. For the purposes of this policy, unified action, integrated operations, and comprehensive approach are considered synonymous.

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ENCLOSURE G

KEY JOINT TRAINING PUBLICATIONS

1. CJCSI 3150.25 Series, "Joint Lessons Learned Program."
2. CJCSI 3500.01 Series, "Joint Training Policy, and Guidance for the Armed Forces of the United States."
3. CJCSN 3500.01, "Chairman's Joint Training Guidance."
4. CJCSI 3500.02, "Universal Joint Task List Policy and Guidance for the Armed Forces of the United States."
5. CJCSM 3500.03 Series, "Joint Training Manual for the Armed Forces of United States" -- provides specific procedures to the combatant commanders when implementing CJCS policy for developing J/AMETL, planning, and conducting joint training, and assessing command readiness with regard to joint training.
6. CJCSM 3500.04 Series (with classified supplement), "The Universal Joint Task List (UJTL)" -- establishes the terminology for expressing critical war and stability operations tasks required of JFHQ.
7. CJCS Guide 3501, "The Joint Training System, A Primer for Senior Leaders"

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ENCLOSURE H

REFERENCES

- a. Strategic Plan for Transforming DOD Training, 8 May 2006
- b. CJCSI 1800.01 Series, "Officer Professional Military Education Policy (OPMEP)"
- c. CJCSI 1805.01 Series, "Enlisted Professional Military Education Policy (EPMEP)"
- d. Office of the Deputy Secretary of Defense, 17 December 2007, "Interim Guidance for Development of the Force (GDF) for FY2010-2015"
- e. DODI 1300.19, 31 October 2007, "DOD Joint Officer Management Program"
- f. CJCS Vision for Joint Officer Development, November 2005
- g. DODD 1322.18, 3 September 2004, "Military Training"
- h. CJCSM 3500.03 Series, "Joint Training Manual for the Armed Forces of United States"
- i. USJFCOM JWFC, 19 July 2006, "JWFC JNTC Program Centric Approach Concept of Operations"
- j. OUSD(P&R), 23 February 2006, "DOD Training Transformation Implementation Plan FY2006-FY2011"
- k. CJCSI 3511.01 Series, "Joint Exercise Transportation Program"
- l. Title 10 USC
- m. DODD 5100.1, 1 August 2002, "Functions of the Department of Defense and Its Major Components"
- n. Joint Publication 1, 14 May 2007, "Doctrine for the Armed Forces of the United States"
- o. Office of the Secretary of Defense, "Forces for Unified Commands FY 2006 (U)"
- p. DODD 7730.65, 3 June 2002, "Department Of Defense Readiness Reporting System (DRRS)"

- q. CJCS Guide 3501, 6 October 2006, "The Joint Training System, A Primer for Senior Leaders"
- r. CJCSI 5120.02 Series, "Joint Doctrine Development System"
- s. Combatant Commander Exercise Engagement (CE2) Defense-Wide Account Business Rules
- t. Program Budget Decision 709, 7 December 2006, "Building Partnership Capacity and Warfighting Initiatives Summary"
- u. Deputy's Advisory Working Group, 15 January 2008, "Joint Capability Areas Tiers 1 - 3 Taxonomy & Lexicon"
- v. CJCSI 3170.01 Series, "Joint Capabilities Integration, and Development System"
- w. CJCSM 3500.04 Series, "The Universal Joint Task List (UJTL)"
- x. CJCSI 3500.02 Series, "The Universal Joint Task List (UJTL) Policy and Guidance for the Armed Forces of the United States"
- y. OUSD(P&R), 30 March 2007, "DOD Joint Officer Management Joint Qualification System Implementation Plan"
- z. "Unified Command Plan," 5 May 2006
- aa. CJCSI 3401.01 Series, "Chairman's Readiness System"
- ab. DODD 3000.05, 28 November 2005, "Military Support for Stability, Security, Transition and Reconstruction (SSTR) Operations"
- ac. CJCSN 3245.01, 12 May 2006, "Military Support for Stability, Security, Transition and Reconstruction (SSTR) Operations"
- ad. Office of the Deputy Secretary of Defense, 26 April 2006, "QDR Execution Roadmap for Irregular Warfare"
- ae. "Irregular Warfare (IW) Joint Operating Concept (JOC)," Version 1.0, 11 September 2007
- af. Quadrennial Defense Review Report, February 6, 2006
- ag. Joint Staff J-6 Strategic Communications Plan, February 2007

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ah. "The National Military Strategy for Cyberspace Operations," December 2006

ai. DOD Instruction 5000.2, 12 May 2003, "Operation of the Defense Acquisition System"

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## GLOSSARY

### ABBREVIATIONS AND ACRONYMS

AC	Active Components
AMET	agency mission-essential task
AMETL	agency mission-essential task list
AOR	area of responsibility
ATP	agency training plan
CE2	Combatant Commander Exercise and Engagement
CSEP	Chairman's Sponsored Exercise Program
CJTG	Chairman's Joint Training Guidance
CNGB	Chief, National Guard Bureau
CSA	combat support agency
DCCEP	Developing Country Combined Exercise Program
DOTMLPF	doctrine, organization, training, materiel, leadership and education, personnel, and facilities
DRRS	Defense Readiness Reporting System
FS FCB	Force Support Functional Capabilities Board
HITI	high interest training issues
HITR	high interest training requirements
IAW	in accordance with
J-1	manpower and personnel directorate of a joint staff
J-2	intelligence directorate of a joint staff
J-3	operations directorate of a joint staff
J-4	logistics directorate of a joint staff
J-5	plans directorate of a joint staff
J-6	command, control, communications, and computer systems directorate of a joint staff
J-7	operational plans and joint force development directorate of a joint staff
J-8	force structure, resources, and assessment directorate of a joint staff
JAEC	Joint Assessment and Enabling Capability
J/AMET	joint and/or agency mission-essential task
J/AMETL	joint and/or agency mission-essential task list
J/ATP	joint and/or agency training plan
JCA	joint capability area

JDEIS	Joint Doctrine Education and Training Electronic Information System
JELC	Joint Event Life Cycle
JEP	Joint Exercise Program
JETP	Joint Exercise Transportation Program
JFHQ	joint force headquarters
JFI	joint force integration
JIATS	joint interagency training specialist
JKDDC	Joint Knowledge Development and Distribution Capability
JMET	joint mission-essential task
JMETL	joint mission-essential task list
JNTC	Joint National Training Capability
JPME	joint professional military education
JTF	joint task force
JTIMS	Joint Training Information Management System
JTP	joint training plan
JTS	joint training system
JWFC	Joint Warfighting Center
M&S	modeling and simulation
MPT	manpower, personnel, and training
NEP	National Exercise Program
NGB	National Guard Bureau
NMS	National Military Strategy
OPR	office of primary responsibility
PTEE PCC	Plans, Training, Exercises, and Evaluation Policy Coordinating Committee
QDR	Quadrennial Defense Review
RC	Reserve Components
SCP	Security Cooperation Plan
T2	training transformation
TRO	training and readiness oversight
UJTL	Universal Joint Task List
USC	United States Code
UTDT	Universal Joint Task List Task Development Tool
WJTSC	Worldwide Joint Training and Scheduling Conference



## TERMS AND DEFINITIONS

The following terminology is chiefly specialized for joint training and is intended for use in this publication and the activities described herein. Unless indicated by a parenthetical phrase after the definition that indicates the source publication or document, these terms have not been standardized for general, DOD-wide use and inclusion in the Department of Defense Dictionary of Military and Associated Terms (JP 1-02). In some cases, JP 1-02 may have a general, DOD-wide definition for a term used here with a specialized definition for this instruction.

agency mission-essential task list -- A list of agency mission-essential tasks selected by an agency director to accomplish an assigned or anticipated mission that includes associated tasks, conditions, and standards and requires the identification of command-linked and supporting tasks. Also called AMETL.

after-action review -- 1. A process designed by a commander or director to provide commanders direct feedback on the accomplishment of selected joint mission-essential tasks, conditions, and standards stated in terms of training objectives for the commander to evaluate training proficiency. 2. An analytical review of training events that enables the training audience, through a facilitated professional discussion, to examine actions and results during a training event. Also called AAR.

agency training plan -- A plan developed and updated annually by each combat support agency that defines the strategy for agency training to accomplish the mission requirements over the selected training period. Specifically, the plan identifies the training audience, the training objectives, the training events, and required training resources. Also called ATP.

capability -- The ability to achieve a desired effect under specified standards and conditions through combinations of means and ways to perform a set of tasks.

collective joint training -- Instruction and applied exercises that prepare organizational teams to integrate and synchronize owned and provided capabilities to execute assigned missions.

combatant command joint training schedule -- A resource-constrained program developed and updated annually by the combatant command staff that integrates the combatant commands' joint training plans and the schedule of the combatant commander-sponsored exercises. The schedule normally includes exercise summaries for the program year as well as proposed summaries for the following 5 years.

command-linked tasks -- Discrete activities or actions designated by a joint force commander or identified by the lead federal agency that must be performed by commands and combat support agencies outside the command or directive authority of the joint force, if the joint force is to successfully perform its missions. Command-linked tasks are selected by the supported command or lead federal agency and are normally scheduled for training, evaluated, and assessed by the organization providing the support.

condition -- Variable of the operational environment, including scenario that affects task performance.

criterion -- The minimum acceptable level of performance associated with a particular measure of task performance. It is often expressed as hours, days, percent, occurrences, minutes, miles, or some other command-stated measure.

effect -- A change to a condition, behavior, or degree of freedom. (JP 3-0)

endstate -- The set of conditions, behaviors, and freedoms that defines achievement of the commander's mission.

essential task -- Tasks based on mission analysis and approved by the commander that are absolutely necessary, indispensable, or critical to the success of a mission.

evaluation -- An internal command responsibility tied to a specific training event and intended to determine whether specific training objectives were met.

exercise -- A military maneuver or simulated wartime operation involving planning, preparation, and execution. It is carried out for the purpose of training and evaluation. It may be a multinational, joint, or single-Service exercise, depending on participating organizations. (JP 1-02)

exercise objective -- Specific statement of purpose, guidance, and/or direction for an exercise.

implied task -- A task that is not stated but necessary to do the mission.

individual joint training -- Training that prepares individuals to perform duties in joint organizations (e.g., specific staff positions or functions) or to operate uniquely joint systems. Individual staff training ensures that individuals know, are proficient in, and have the joint competencies and skills to apply joint doctrine and procedures necessary to function as staff members. Individual joint training can be conducted by the Office of the Secretary of Defense, the Joint Staff, combatant commands, and activities and agencies

responsive to the Chairman, Services, Reserve components (to include the National Guard), or CSAs.

interagency -- U.S. government agencies and departments, including the Department of Defense. (JP 3-08)

interagency coordination -- Within the context of Department of Defense involvement, the coordination that occurs between elements of Department of Defense, and engaged U.S. government agencies for the purpose of achieving an objective. (JP 3-0)

interagency training -- Training of individuals, units, and staffs considered necessary to execute their assigned or anticipated missions in support of interagency operations.

interoperability -- The ability of systems, units, or forces to provide services to and accept services from other systems, units, or forces and to use the services so exchanged to enable them to operate effectively together.

irregular warfare -- A form of warfare that has as its objective the credibility and/or legitimacy of the relevant political authority with the goal of undermining or supporting that authority. Irregular warfare favors indirect approaches, though it may employ the full range of military and other capabilities to seek asymmetric approaches, in order to erode an adversary's power, influence, and will. (QDR Execution Roadmap for Irregular Warfare)

issue -- An observed, analyzed, interpreted, and evaluated shortcoming, deficiency or problem that precludes performance to standard and requires resolution. Issues are also deficiencies or shortfalls identified during joint activity that preclude training or operating to joint mission-essential tasks standards and requires focused problem solving. (CJCSI 3150.25)

joint capability areas -- Collections of like DOD activities functionally grouped to support capability analysis, strategy development, investment decision making, capability portfolio management, and capabilities-based force development and operational planning.

Joint Event Life Cycle -- Describes the design, planning, preparation, execution, and evaluation and reporting stages required to successfully execute a discrete training event. Also called JELC.

joint exercise -- A joint military maneuver, simulated wartime operation, or other CJCS- or combatant commander-designated event involving planning, preparation, execution, and evaluation. A joint exercise involves forces of two or more Military Departments under the command and control of a combatant

commander or subordinate joint force commander; involves joint forces and/or joint staffs; and is conducted using joint doctrine.

joint learning continuum -- A coordinated progression of integrated and disciplined processes and events that qualifies DOD personnel to defined performance standards through education, training, self-development, and experience to inculcate habits of mind, skills, abilities, and values in the Total Force.

joint mission-essential task -- A mission task selected by a joint force commander deemed essential to mission accomplishment and defined using the common language of the universal joint task list in terms of task, condition, and standard. Also called JMET. (JP 1-02)

joint mission-essential task list -- A list of joint mission-essential tasks selected by a commander to accomplish an assigned or anticipated mission that includes associated tasks, conditions, and standards and requires the identification of command-linked and supporting tasks. Also called JMETL.

joint professional military education -- A CJCS-approved body of objectives, outcomes, policies, procedures, and standards supporting educational requirements of joint officer management. Also called JPME. (CJCSI 1800.01)

joint publication -- A publication containing joint doctrine that is prepared under the direction and authority of the Chairman of the Joint Chiefs of Staff and applies to all US military forces. Also called JP. (CJCSI 5120.02)

joint training -- Training, including mission rehearsals, of individuals, units, and staffs using joint doctrine or joint tactics, techniques, and procedures to prepare joint forces or joint staffs to respond to strategic, operational, or tactical requirements considered necessary by the combatant commanders to execute their assigned or anticipated missions.

joint training audience -- An individual, staff element, staff or joint command that performs a particular joint task or set of joint tasks.

joint training objective -- A statement that describes the desired outcome of a joint training activity in terms of performance, training situation, and level of performance. Training objectives are derived from joint mission-essential tasks, conditions, and standards and based on joint doctrine, commander's guidance, and organizational standing operating procedures.

joint training plan -- A plan developed and updated annually by each combatant commander that defines the strategy for training assigned forces (training audience) in joint doctrine to accomplish the mission requirements over the selected training period. Specifically, the plan identifies the training

audience, the joint training objectives, the training events, and required training resources. Also called JTP.

lesson learned -- Results from an evaluation or observation of an implemented corrective action that contributed to improved performance or increased capability. A lesson learned also results from an evaluation or observation of a positive finding that did not necessarily require corrective action other than sustainment.

master training guide -- A collection of tasks and associated conditions and standards usually for a specific joint organization. Tasks are derived from joint doctrine and are grouped on a mission and/or functional basis to support organizational training. Also called MTG.

measure -- A parameter that provides the basis for describing varying levels of task performance.

military training -- 1. The instruction of personnel to enhance their capacity to perform specific military functions and tasks. 2. The exercise of one or more military units conducted to enhance their combat readiness. (JP 1-02)

mission -- 1. The task, together with the purpose, that clearly indicates the action to be taken and the reason therefore. 2. In common usage, especially when applied to lower military units, a duty assigned to an individual or unit; a task. (JP 1-02)

mission training assessment -- A commander's subjective assessment of the command's ability to perform assigned missions. Also called MTA.

model -- A physical, mathematical, or otherwise logical representation of a system, entity, phenomenon, or process.

modeling -- Application of a standard, rigorous, structured methodology to create and validate a physical, mathematical, or otherwise logical representation of a system, entity, phenomenon, or process.

modeling and simulation -- The use of models, including emulators, prototypes, simulators, and stimulators, either statically or over time, to develop data as a basis for making managerial or technical decisions. The terms "modeling" and "simulation" are often used interchangeably.

multinational exercises -- Exercises that train and evaluate US and other national forces or staffs to respond to requirements established by multinational force commanders to accomplish their assigned missions.

multinational operations -- A collective term to describe military actions conducted by forces of two or more nations, usually undertaken within the structure of a coalition or alliance. (JP 3-16)

multinational training -- Training of individuals, units, and staffs considered necessary to execute their assigned or anticipated missions in support of multinational operations, including coalition operations.

operation -- 1. A military action or the carrying out of a strategic, operational, tactical, service, training, or administrative military mission. 2. The process of carrying on combat, including movement, supply, attack, defense, and maneuvers needed to gain the objectives of any battle or campaign. (JP 1-02)

procedures -- Standard, detailed steps that prescribe how to perform specific tasks. (CJCSI 5120.02)

professional military education -- PME conveys the broad body of knowledge and develops the habit of mind essential to the military professional's expertise in the art and science of war. (CJCSI 1801.01)

program of instruction -- A series of related lessons designed to satisfy a specific joint training requirement (e.g., joint task force headquarters).

Service training -- Military training based on Service policy and doctrine to prepare individuals and interoperable units. Service training includes basic, technical, operational, and interoperability training in response to operational requirements deemed necessary by the combatant commands to execute assigned missions.

simulation -- 1. A method for implementing a model over time. 2. A technique for testing, analysis, or training in which real-world systems are used or where real-world and conceptual systems are reproduced by a model.

specified task -- A task explicitly stated and assigned.

staff joint training -- Joint individual or collective training conducted by an organization's or operational unit's staff.

standard -- Quantitative or qualitative measures and criteria for specifying the levels of performance of a task.

standing operating procedure -- A set of instructions covering those features of operations that lend themselves to a definite or standardized procedure without loss of effectiveness. The procedure is applicable unless ordered otherwise. Also called SOP. (JP 1-02)

supporting task -- Specific activities that contribute to accomplishment of a joint mission-essential task. Supporting tasks associated with a command or agency's mission-essential task list are accomplished by the command/agency joint staff or subordinate commands or agencies.

tactics -- The employment and ordered arrangement of forces in relation to each other. (CJCSI 5120.02)

task -- An action or activity (derived from an analysis of the mission and concept of operations) assigned to an individual or organization to provide a capability.

task performance observations -- For joint training, a listing of a training audience, training objectives, observer reports, and an executive summary for the commander to review and make a training proficiency evaluation. Also called TPO.

techniques -- Non-prescriptive ways or methods used to perform missions, functions, or tasks. (CJCSI 5120.02)

training assessment -- An analytical process used by commanders to determine an organization's current levels of training proficiency on mission-essential tasks. This process also supports CJCS and combatant commanders cumulative assessments of overall joint readiness.

training evaluation -- The process used to measure the demonstrated ability of the training audience to accomplish specified training objectives.

training proficiency assessment -- Derived from the primary trainer's subjective assessment of an organization by comparing collective training proficiency evaluations and other training inputs over time against joint mission-essential tasks, conditions, and standards. Also called TPA.

training proficiency evaluation -- An objective evaluation of an organization's performance with respect to training objectives produced during the execution phase of the joint training system. Also called TPE.

training and readiness oversight -- The authority that combatant commanders may exercise over assigned RC forces when not on active duty or when on active duty for training. As a matter of Department of Defense policy, this authority includes: a. Providing guidance to Service component commanders on operational requirements and priorities to be addressed in Military Department training and readiness programs; b. Commenting on Service component program recommendations and budget requests; c. Coordinating and approving participation by assigned RC forces in joint exercises and other joint training when on active duty for training or performing inactive duty for

training; d. Obtaining and reviewing readiness and inspection reports on assigned RC forces; and e. Coordinating and reviewing mobilization plans (including post-mobilization training activities and deployability validation procedures) developed for assigned RC forces. Also called TRO. (JP 0-2)

war game -- A simulation, by whatever means, of a military operation involving two or more opposing forces, using rules, data, and procedures designed to depict an actual or assumed real-world situation. (JP 0-2)